MAXIMUS

Proposal to Provide

Families First Employment and Case Management Services Program

Prepared For
State Of Tennessee Department of Human Services

ORIGINAL Technical Response
GFA #34530-45720
May 3, 2019

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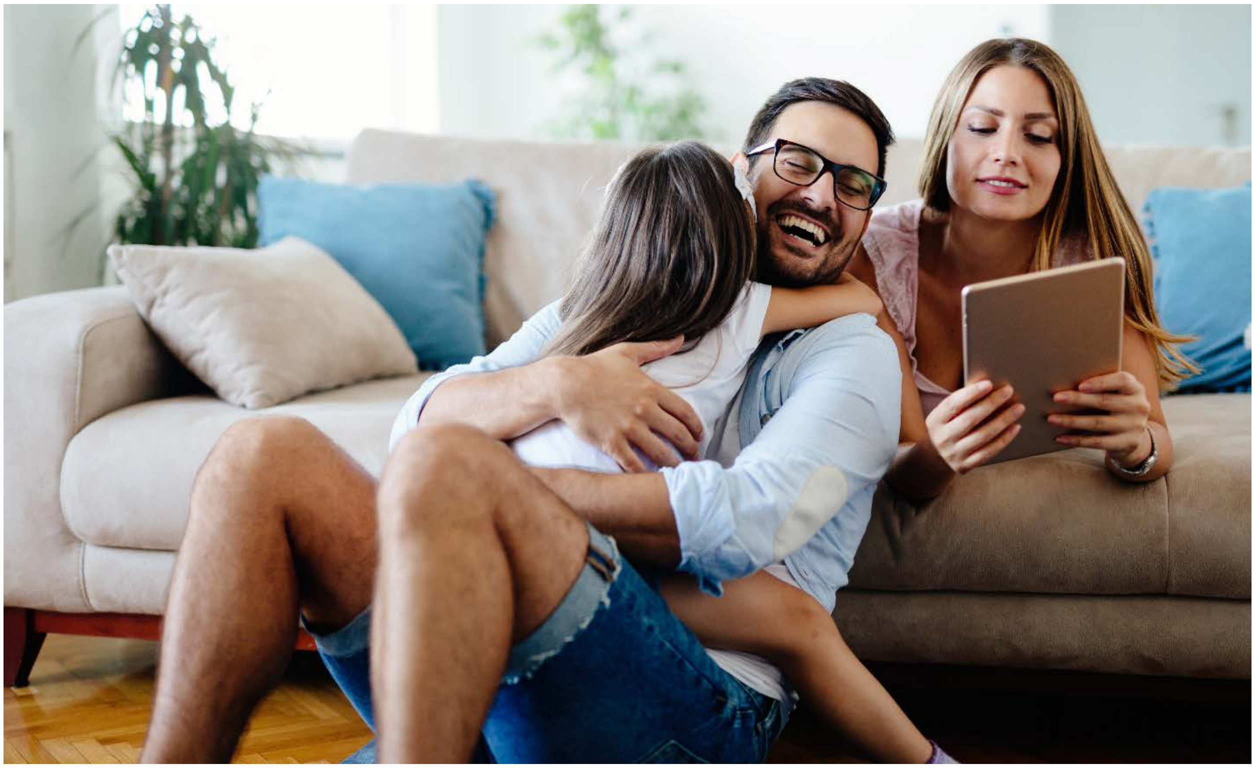


Technical Proposal

A. Technical Response & Evaluation Guide – Pass/Fail Items

Per the requirements, MAXIMUS Human Services, Inc.:

- Delivered our Response to the State no later than the Response Deadline specified in Grant Funding Announcement Section 5, Schedule of Events
- Did not include any restrictions of State rights or other qualification in our Response
- Did not submit alternate responses

A.1 Statement of Certifications and Assurances

In GFA Attachment C, we include the Statement of Certifications and Assurances, which has been signed by an employee empowered to bind our company to the RFP provisions and any resulting contract, and signed without exception or qualification.

A.2 Conflict of Interest Statement

Based upon reasonable inquiry, neither MAXIMUS nor individuals who will perform services under this contract have a possible or perceived conflict of interest.

B. Technical Response & Evaluation Guide – General Qualifications & Experience Items

MAXIMUS is proposing to operate Employment and Case Management Services (ECMS) in the Greater Memphis area. We understand this is an expanded area, aligned with economic and workforce development regions, and includes Shelby, Fayette, Tipton and Lauderdale Counties.

B.1 Contact Person and Information

Gregary Warmink, Vice President	1891 Metro Center Drive Reston, VA 20190
Mobile: 512.694.3279	Fax: 703.251.8240
HSProposals@maximus.com	

B.2 Form of Business and Location

MAXIMUS Human Services, Inc. (MAXIMUS) is the Respondent and a wholly owned subsidiary of MAXIMUS, Inc., with which we share resources and expertise. MAXIMUS, Inc. is a publicly traded corporation (NYSE: MMS). Our corporate headquarters is located at 1891 Metro Center Drive, Reston, VA 20190.

B.3 Number of Years in Business

MAXIMUS, Inc. brings 43 years of health and human state government services experience, with long-established, in-house corporate infrastructure. We have been providing services in Tennessee for 26 years, starting with full service child support in 1991 for Tennessee's 10th Judicial District. MAXIMUS Human Services, Inc., a wholly owned subsidiary of MAXIMUS, Inc., formed in 2006. Since that time, all workforce service operations have transferred to this entity and DHS benefits from the years of experience of both organizations. References to MAXIMUS as it relates to workforce service experience refer to both MAXIMUS, Inc. and MAXIMUS Human Services, Inc.

B.4 Experience Providing Required Services

For a decade, MAXIMUS worked side-by-side with DHS on the implementation and operation of the Tennessee Families First program. Our team worked closely with DHS staff to implement policy and program design changes to meet the Department's goals and provide sustainable outcomes for Tennessee families. While providing ECMS in Districts 3, 4, 6, and 8, we served approximately 68,200, clients resulting in 31,000 job placements. Our company has 30 years of experience supporting governments with employment and case management services. Today in the U.S., we operate 24 workforce and related services contracts across 12 states plus D.C.

B.5 Number of Employees, Client Base, and Location of Offices

MAXIMUS, Inc.'s primary clients are government health and human service agencies, including Tennessee DHS. We currently serve 1,200 U.S. government clients in all 50 states, D.C. several territories, and multiple federal agencies and departments. In addition, we serve the governments of Australia, Canada, Saudi Arabia, Singapore, and the United Kingdom. Within our Workforce Services Division, we serve 272,000 customers annually around the world, with 85,000 job placements, 2,100 employees, and 59 service locations. In the United States, our Workforce Services Division oversees 24 contracts and has 650+ professionals across the nation. MAXIMUS, Inc. has over 30,000 employees and 270 offices globally. For this contract, we propose to base our operations with our 30th Judicial District child support team located at 3915 South Mendenhall Road, Memphis, TN 38115. In addition, we plan to locate staff within the Greater Memphis Region Workforce Investment Network (WIN) American Job Centers (AJCs).

B.6 Mergers, Acquisitions or Change of Control Statement

Within the last 10 years, there have not been any mergers, acquisitions, or change of control of MAXIMUS Human Services, Inc.

B.7 Felony Conviction Statement

Neither MAXIMUS Human Services, Inc. nor any of our employees, agents, independent contractors, or subcontractors proposed for this program, to the best of our knowledge, have been convicted of, pled guilty to, or pled nolo contendere to any felony.

B.8 Bankruptcy Statement

At no time during the past 10 years has MAXIMUS filed (or had filed against it) any bankruptcy or insolvency proceeding, either voluntary or involuntary, or undergone the appointment of a receiver, trustee, or assignee for the benefit of creditors.

B.9 Litigation Statement

There is no material pending litigation against MAXIMUS Human Services, Inc. that we reasonably believe could adversely affect our ability to meet contract requirements pursuant to this RFP or that is likely to have a material adverse effect on our financial condition.

B.10 Investigation Statement

MAXIMUS, Inc. has no Securities Exchange Commission investigations pending or in progress; MAXIMUS Human Services, Inc. has no standing with the SEC. We can provide proof of licensure for individuals making this determination on behalf of the company upon request.

C. Technical Response & Evaluation Guide – Technical Qualifications, Experience & Approach Items

From 2007 to 2017, we worked with DHS to deliver case management and job placement services for Families First participants in Nashville, Chattanooga and surrounding rural counties. We also successfully delivered these exact services in the Memphis area from 2014 to 2017, focusing particularly on implementing a robust Two-Generation case management approach. This direct experience, combined with our deep experience providing child support services in Memphis and across Tennessee, positions us deliver a program that achieves expected results.

C.1 State Requirements and Project Schedule

We have reviewed and fully understand the requirements and timeframes for ongoing service delivery as outlined in Attachment 1: Scope of Service. Further, we understand the program must be fully operational and begin serving clients on July 1, 2019.

The primary goal of ECMS is to move TANF families towards greater levels of economic stability through a Two-Generation Approach. To do this we provide a full range of education and employment related services in collaboration with community partners. Simultaneously we engage client children in educational and child care programs, putting the whole family on a path to permanent economic security, building social capital that can support both resilience and upward mobility.

We demonstrate our understanding of every facet of the program through our past strong performance delivered operating ECMS for Districts 3, 4, 6, and 8. We have a hands-on understanding of program services and components including but not limited to:

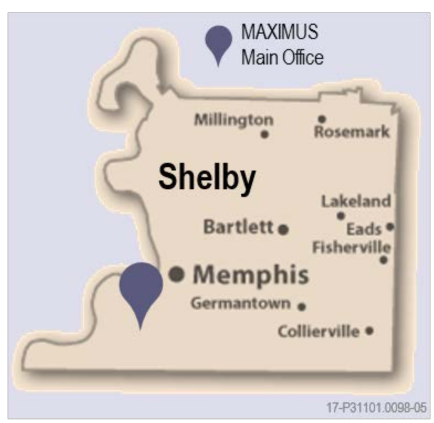
- **Client Engagement** with frequent communication and clear direction to earn trust
- An **American Job Center Presence** to promote full collaboration with the Workforce
- **Transportation Assistance and Support Services** to overcome barriers
- **Strengths-Based Assessments** to develop Individualized Opportunity Plans (IOPs)
- **Milestone Incentive Payments** to motivate clients reaching milestones
- Accurate **Case File Maintenance and Documentation** through a fully electronic system – STEPS - standardizing processes and keeping client information secure
- Accurate and complete **Employment Verification** to support Income Calculations
- Complete support documentation of **Countable Hours and Activity or Attendance Logs** in accordance with State policy, as verified by your quarterly case reviews
- Implementation of a **Client Conciliation Process** to increase engagement
- Delivery of a **Work Incentive Payment Program** to support job retention
- **Trained Staff** to assure approaches align with requirements, policies and protocols
- **Comprehensive Reports** on achievement of PMOs, monthly program activity, client education progress, and provision of assistance, expenditures or incentives paid to clients.

? did you know MAXIMUS

- Placed more than 17,044 clients in employment in MAXIMUS-operated Tennessee districts
- Placed 2,789 clients in employment that pays more than $10/hour
- Exceeded all contract PMOs when averaged across our districts for 2015 and 2016
- Exceeded PMO standards for percentage of cases closed due to increase in earned income in 2015 and 2016 (combined average for our districts in 2015 and 2016 was 38% and 51% respectively, compared to 25% standard)
- 200+ active employer relationships; employers ready to attend our on-site recruitment events, MAXIMUS-sponsored job fairs and hired our job seekers.

C.2 Scope of Services and Required Objectives

Our proven approach to service delivery of ECMS is not one-size-fits-all. Different clients, with their varied skill levels, unique strengths, and diverse challenges, require different approaches to achieve long-term sustainable employment. MAXIMUS cultivates connections with educational partners, community-based organizations, and workforce entities to identify job opportunities, help clients retain employment and resolve barriers, improve access, and streamline expectations while meeting family needs.



We will leverage our Memphis Child Support office, which has an established job search resource room and supporting technology, and co-locate at the WIN AJCs to deliver services to all Families First clients. Co-locating with our Memphis Child Support program and in the AJCs

across the region provides familiar and easily accessed locations that are within a 40-mile radius or 45-minute drive for clients. It also supports our ability to meet the State's schedule for project start up on July 1st.

Below, we provide an overview of our approach to the scope of services and the benefits it will bring to Tennessee and the families we serve.

MAXIMUS Approach	Benefit to Tennessee
Proven Case Management Approach delivered by experienced staff focuses on identifying individual needs and providing practical solutions to support families	Improved services and clients are quickly connected to the education, training, and community resources their families need to achieve stability and move off of public assistance
Two-Generation Approach to Services serves the whole person, including the client's family and individual circumstances	More families achieve self-sufficiency and children have better access to high-quality education and after-school programs, reducing costs to the State for both public assistance and other social services programs and helping end the cycle of poverty
Comprehensive suite of services promotes educational attainment, skills building, and alignment of client aptitude and skills to labor market demands	Tennessee employers' needs for skilled and entry-level workers are addressed, contributing to the State's economy
Network of community partners to connect clients with supportive services to address barriers and move families towards self-sufficiency	Families are connected to non-duplicative supportive services at a reduced cost to the State, and more families have barriers addressed and move to self-sufficiency and freedom from public assistance
Proven technology to supplement ACCENT, improve communication with and engagement of clients, increase access to opportunities and service, and support staff to deliver quality service	Improved documentation, higher quality reporting, and quality case management, increased access for families to service and support, increased ECMS performance, stronger community relationships and reduced complaints from stakeholders.

Our approach to meet program objectives combines case management and individualized planning to put clients on track to economic stability. We focus on identifying needs, providing practical solutions, and supporting our families' progress through effective case management and follow-up. To help our clients find and maintain a meaningful career, MAXIMUS aligns client aptitudes and needs to market demands, and builds skills to match. Services include job readiness, customized skills training, job placement, job retention, and career advancement. Our Career Coaches assess client skills, strengths, motivators, existing support resources, and barriers to create an Individual Opportunity Plan (IOP) with the right mix of activities, services, and assignments. Each plan takes a holistic Two-Generation Approach by building on the client's strengths, engaging them in career focused work and training activities, eliminating barriers to self-sufficiency, and addressing needs of the entire family.

Interweaving health and well-being, education and employment, and social capital, along with economic assets and stability, is paramount to the self-sufficiency and success of our families. Our Family Resource Specialists continually connect with community resources that help hard-to-serve clients overcome barriers. We maintain directories of local, up-to-date community support services and current information from community service organizations. Partners include organizations such as Agape Children and Family Services, Inc., Baby U, A Step Ahead Foundation, the United Way, The Urban League, NAACP, Head Start, and various community colleges. Staff uses our network of more than 700 partners to connect clients with supportive services to address barriers and move them towards self-sufficiency. Our established, successful relationships with community resources facilitate client access, afford coordination of services to reduce duplication, and promote a one-stop approach to resources and services.

C.3 Project Management

The three pillars of people, processes, and technology provide the foundation of successful project management, driving the completion of the scope of services and achievement of required objectives from implementation to ongoing operations within the State's project schedule. By monitoring project performance to deliverable plans, we quickly identify any areas requiring attention to assure achievement to DHS, client, and MAXIMUS expectations.

Skilled People and Strategic Relationships

- Experienced workforce and Memphis-based leadership team, including Clyde Stith, our Memphis Child Support Project Director, who will provide oversight and support in rolling out our Two-Generation approach for ECMS, as well as Shara Gatlin, our dedicated Program Manager with over 11 years of both Families First and WIOA operations experience
- Well-trained, robust service delivery teams, including the required positions of Career Coaches (staffed at a 1 to 55 caseload ratio to ensure intensive case management and frequent contacts), Family Resource Specialists and Business Development Specialists, as well as Supervisors, QA Specialists to support data integrity and data entry accuracy, a Business Analyst for reporting, and an on-site Training Facilitator to support access to soft skills and certificate training programs for clients
- Vast corporate infrastructure to support project teams
- Extensive network of community partners

Successful project management, whether during implementation or ongoing, begins with an experienced and skilled manager who has overall responsibility for day to day operation, supported by a strong team focused on delivering results. Developing quality staff to provide individualized wraparound case management and Two Generation support services, delivering initial and on-going staff training, and accomplishing required objectives within the project schedule begins at the point of hiring. Maintaining adequate staff levels allows our teams to focus on individualized case management and achievement of all program objectives.

MAXIMUS corporate resources provide project managers access to extensive expertise and support in areas such as Human Capital, Training, Quality and Risk Management, Technology, Privacy and Security, Legal, Finance and Accounting, and Implementation Support.

Established and Effective Processes

- Established quality management approach and monitoring procedures
- Standardized operating procedures (SOPs)
- Online knowledge management system - MAXKnowledge

Through our established Quality Management Plan and Quality Assurance Team, we are able to monitor that processes and policies are fully and consistently implemented and followed. Our Quality Plan describes a cycle of planned, systematic evaluation activities that assess the overall performance and effectiveness of all our standardized SOPs to identify deficiencies, analyze trend data, and suggest improvements. It is consistent, objective, and manageable. By clearly defining quality policies and the standards by which we evaluate service delivery, all staff members have a consistent understanding of expectations and how to reach performance goals while maintaining a high level of customer service and quality.

We use MAXKnowledge, to maintain policies, procedures, and other employee resources such as templates for client assessment and printable resource sheets. This facilitates the quick, efficient dissemination of changes to policies, procedures, and applicable regulations. The tool allows staff to search for specific resources as needed and offers project leadership vital feedback as to whether staff members are effectively using materials. If we make changes to policies and procedures, staff can see the version history, but access only the latest version. This eliminates the issue of staff working from different instructions or continuing to use outdated materials.

User Friendly and Proven Support Technologies

- Robust and user friendly case management system - STEPS
- Electronic case file imaging through OnBase
- Customized and comprehensive reporting

MAXIMUS has systems and tools in place to track achievement of all required ECMS contract objectives and deliverables. Our STEPS system allows us to track and report on contract requirements and other caseload and

performance indicators. Staff use STEPS to support timely check-ins with clients, and to address and track missed appointments or failure to meet work participation hours that could result in sanctions or ineligibility. STEPS allows Career Coaches to work from daily task reports that show which clients are on track and what case actions are needed. The alerts and tickler features within STEPS provides a tracking mechanism for notifying Career Coaches to contact clients at designated times or events to verify compliance and attendance.

OnBase Imaging is integrated with STEPS, and allows our Career Coaches to work more efficiently, while reducing the overall costs of the Program. Paper documents are scanned into a complete record of a client's services. We access information about participation in activities, supportive services referrals, job placement, and retention achievements electronically, simplifying the transfer of information.

Comprehensive reports through STEPS are designed to deliver your specific contract requirements. Dashboards will show client status on important elements such as employment verification, completion of assessments, attendance, and activity assignments. For example, the employment verification workflow in our case management system directs Career Coaches to verify and re-verify the employment of clients.

We configure the system to report on all contract performance requirements. We issue daily performance reports on key outcomes illustrating overall performance, as well as unit and Career Coach contributions to performance. We circulate reports to management and share them at weekly project management meetings and individual case management meetings. The wide distribution of these reports, the granularity of the information, and our response to the information makes certain we identify issues early and take remedial steps, if necessary, quickly.

Our reporting systems offer the State a data-rich resource to support analyses that improve performance and enhance program integrity, while providing us with internal monitoring tools.

C.4 Experience with Assessment, Job Search, and Employment Placement

MAXIMUS brings experience assessing and engaging our clients and their family needs, as well as supporting job search and employment in all our workforce projects, in Tennessee, throughout the United States, and internationally.

C.4.1 Assessing Job Compatibility

In Tennessee, we successfully assessed over 24,000 unduplicated clients across four Families First districts from 2007 to 2017. Our assessment processes are an important first step in successfully engaging clients in the journey to self-sufficiency. Our process relies on gathering a full picture of family circumstances and past work experience and education. It also relies on information about the local labor market to ensure that client competencies and interests are connected to an in-demand occupational sector and career-path job. By shifting the focus of employment away from getting a job toward one grounded in the idea of having a career, we are able to contextualize discussion around specific occupations that lead to a career-path job and the immediate and short-term steps needed to build client capacity for successful outcomes and long-term economic success.

We introduce the concepts of career choices during the initial interview and leverage labor market information to support connections to a career path that leads to sustainable incomes. We use Career Cluster Interest Survey tools that are designed to reveal how work style, skills, and aptitudes relate to potential career possibilities. We then use the *O*NET Career Exploration Tools*, which are designed for career counseling and career path identification, to assist users in identifying information about themselves and make a career path selection. The online O*Net tool offers extensive occupational and wage information, as well as links to information about various careers and/or occupations and transferable skills. Career Coaches work with participants to review the assessment results and determine a career path that makes sense for the participant and is aligned to his/her interests and aptitudes. Career Coaches continually rely on Labor Market Information for the Greater Memphis metropolitan area to help participants identify jobs that are in demand and offer job growth and sustainable incomes.

Across our projects, we have experience using a variety of assessment tools and methods to identify readiness for employment, including O*Net Career Exploration Tools, ACT's Career Ready 101 and WorkKeys tools, TABE and CASAS.

We have found that the following techniques work well for assessing and engaging our Tennessee clients:

- Use of relevant, up-to-date market data and a Career Pathways model to connect clients to careers that offer self-sustaining incomes.
- Assignment of activities based on client interests, strengths, and family goals
- Open and honest discussions actively listening to the answers to questions and taking time to understand the entire context of a client and his/her family needs
- Immediately addressing family barriers and presenting opportunities to address barriers through the involvement of trusted community partners

C.4.2 Facilitating Job Search

We have experience facilitating job search for TANF participants, and understand the barriers that TANF participants often face in successfully finding and retaining employment. We offer a best practice approach that relies on Business Development Specialists to perform customized job development, while at the same time, our Career Coaches offer robust resources to help participants prepare for the job search.

To facilitate and support job search, Career Coaches work with Families First participants to access the following:

- *A fully functioning resource center at our MAXIMUS office at 3915 South Mendenhall Road*, which includes computers and Internet access, resume software, phone banks, fax and copy machines, and other supports needed to implement an effective job search; staffed with Career Coach, participants receive hands-on assistance in the job search and in developing their resumes and submitting applications
- *Co-location with the American Job Centers in all four counties in the Greater Memphis area*; field-based Career Coaches will meet with clients in the satellite American Job Center that is closest to the client's home and provide assistance with using the computers and online assessment tools, accessing labor market information, registering in Jobs4TN, and leveraging other resources available through the American Job Centers (AJCs).
- *Optimal Interview™ web-based platform for clients to complete interview practice and use of the Optimal Resume tool to create their best resume*; this can be accessed in the MAXIMUS Resource Center or at any other location that has Internet access
- *KeyTrain Skill-Building Modules and the Career Ready 101 Soft Skills Suite* on-site at our primary location
- *MPloy Job Search Management Application, powered by SnagPad,* to support communication about the job search between the Career Coach and the participant. MPloy can be accessed as a mobile application or online, and allows the Career Coach to push job leads to participants and then track participant's job search activities. The application is designed for job seekers needing guided assistance in the job-search process.
- *Access to "First Look" Jobs and employer Tax Credits through MAXAdvantage*. Our proprietary MAXAdvantage tool gives our clients access to thousands of jobs before they become available to the general marketplace, along with tax credit certification to increase our clients' marketability.

At the same time that Career Coaches are readying clients for work and the job search, our Business Development Specialists are developing strong area employer relationships to find suitable employment opportunities. Employer relationship building is a critical step in developing individualized job placements for clients that meet their skills, interests, and abilities. We charge our Business Development Specialists with bridging the gap between unemployed clients and job opportunity development in the community. MAXIMUS staff employed in this position possess industry expertise and a talent for cultivating results-producing partnerships with employers for the benefit of clients.

C.4.3 Entry/Re-Entry into the Workforce

To prepare clients for entry or re-entry into the workplace, we offer a wide range of services, including access to education and vocational training; soft skills development; trial jobs including work experience, internships, apprenticeships, and community service opportunities; and supportive services such as transportation and clothing. We have found that actively engaging clients in their own success and employing individually tailored approaches leads to greater and longer-term success. We align client aptitudes and needs to market demands, using market data that our Business Service team in collaboration with the local American Job Centers provides to all Career Coaches, and together build skills required for a successful hire.

C.5 Supporting Other Languages

MAXIMUS has extensive experience providing career coaching, case management, and employment services to individuals that have limited or no proficiency in English. We employ bilingual speaking staff in all workforce projects. Through bi-lingual staff, community partners or through Language Line Services, we provide translation services or written materials in alternative languages to support the intake, assessment, and case management process.

We connect these individuals to our network of community resources to address language and other barriers that impede sustainable employment. In the Greater Memphis area, we work with organizations like Latino Memphis, Shelby County Public Schools, the Memphis Leadership Foundation, and HopeWorks to connect Families First participants to English-as-a-Second-Language (ESL) instruction and other services that can help make them more employable and stable. These partners offer language instruction, job readiness training, and other support services to help prepare job seekers for employment.

Upon referral and whenever possible, we assign cases to bilingual staff persons that meet the language and cultural needs of individual clients. We provide printed materials in the threshold language requested by the client. We verify information regarding client linguistic, cultural, and translation needs during the initial outreach call and reevaluate needed services during ongoing case management meetings. For work experience and community service activities, we place clients whose language is their primary barrier to employment in culturally and linguistically appropriate sites that combine participation in ESL programs with application of the course in a real life setting to gain experience. We also match multi-lingual clients with the needs of local employers, many of whom require non-English speakers. Through our experience working with employers, we know that many retail companies, such as Macy's and Walmart, also hire non-English speakers to better serve their clientele.

C.6 Career Coaching

MAXIMUS offers an individualized, person-centric approach to delivering workforce services, with a Career Coach assigned to each case. We know the effectiveness of career coaching relies heavily on the communication and relationship between the Career Coach and the program participant. Our Career Coaches work to encourage buy-in to the process and services offered. We seek to gain trust and establish credibility with the participants, to help them become fully engaged in the career planning process. The Career Coach maintains frequent and regular contact with participants to build a strong relationship that will lead to productive outcomes.

By taking a comprehensive approach, Career Coaches are able to address all needs critical to participants and their families' stability and survival, including access to health insurance, domestic violence or mental health counseling, housing assistance, and many other integrated components essential to economic, emotional, and social well-being. This strong Career Coach-participant relationship continues after job placement to the retention phase, where we offer a number of services that are designed to support those who traditionally have had difficulty sustaining employment.

Following employment placement, our Career Coaches offer comprehensive Retention Services. Regular contact between Career Coaches and participants occurs after placement through text messaging, calls, and meetings. Our retention services include:

- *Ensuring participants understand the incentive programs offered by the State, including both the milestone incentive payments and the work incentive payment, and are actively working to achieve incentives.* Incentive programs with tangible, memorable rewards are proven motivators and encourage desired outcomes. In addition to boosting motivation, these programs build bonds between staff and clients and help drive performance. Career Coaches will educate participants about these programs and provide encouragement and support through communication about the participant's progress toward achieving milestones.
- *Continuing to offer access to transportation benefits and supportive services.* Career Coaches will stay in contact during the job retention period to make sure that participants have access to transitional supportive services that will support continued employment. They will also work with participants to help them recognize personal and family barriers that impact retention, and work collaboratively to help the participant develop contingency plans for back-up child care and transportation options.
- *Offering onsite Retention Training.* This training covers topics such as disclosure of disability, self-representation, accommodations, fear of loss of benefits, career advancement, and understanding employment resources. Clients review anticipated worksite requirements, including tardiness and attendance, safety, work instructions, and co-worker relations. We offer counseling on performance improvements, reliability, salary and wage increase negotiations, as well as community resources that support long-term employment.
- *Coaching clients on effective strategies for advancing within their career field.* We encourage clients to look at the employment planning process as a continuum of services. Following our individualized career coaching approach, we have identified career paths in growth industries and career advancement strategies to follow these career paths. We promote and help develop employer-sponsored training and retention support groups facilitated by industry or trade groups. Our strategies include education and training opportunities, continued counseling and support, workshops, and peer groups that promote career advancement. This includes helping participants to access other education and training options, using funding from TN Reconnect, WIOA, and other sources.
- *Coaching clients on money management and budgeting.* Career Coaches will refer participants to financial counseling programs provided by community partners, or provide financial literacy counseling in a one-on-one format. They will assist clients who have become employed with understanding and claiming the Earned Income Tax Credit (EITC). The use of the EITC can greatly expand the employees earned income and therefore help promote job retention.
- *Provide both employer and participant employment monitoring.* To fully support all the factors that impact retention, we monitor both client/employee and employer satisfaction with job placement and mediate and facilitate conflict resolution that may arise between the employer and employee.

C.7 Existing Relationships

As one of the current WIOA Youth providers in the Memphis area, we work closely with the AJCs, the Workforce Investment Network (WIN), the One-Stop Operator, the WoRC Operators and the leadership and staff in the AJCs on a daily basis. Many vendors will say they coordinate with the AJCs, but coordination is not enough. Building trust with all WIOA partners requires continuing to eliminate silos and a commitment to finding ways to serve all families regardless of what program is assisting them. Our Tennessee experience serving WIOA families, TANF families, and child support families in Tennessee uniquely qualifies us to provide holistic, Two-Generation services to the Greater Memphis Region and connect individuals to employment.

We will deliver services to Families First clients in the AJCs by co-locating and assigning staff members to each AJC. We leverage our strong partnership with the AJCs in Memphis and continue to attend the weekly meeting hosted by the WIN business services team to remain current with LMI data, share information about employer needs, fill job orders, network with local businesses, and develop partnerships for education and training.

We strive to build collaborative relationships with local agencies, business associations, and community organizations that serve our clients. Through our years of service in Memphis, our list of existing relationships is

extensive, and includes employers, the Department of Vocational Rehabilitation, technical colleges, Community Action Programs, and many other community and faith-based organizations. Because we have worked with these agencies, we know they will help us move clients to employment and economic independence.

In addition to our workforce services experience, MAXIMUS partnered with DHS on child support for over a quarter of a century, including operating child support projects in Tennessee over the past 28 years. Currently, we have over 325 staff providing child support services across seven Tennessee offices. MAXIMUS knows Tennessee, DHS, and the clients we serve and has extensive networks of employers and community partners who support our work.

C.8 Vocational Training Programs

MAXIMUS has existing partnerships with training providers on the approved training provider list in Memphis and surrounding counties. We will work one on one with our participants to assess, develop, and plan their career path and identify relevant training programs and guide them through completion. We work with our partners, listed below, in recruitment events, job fairs, career development workshops, and on-site visits to give participants training options.

Training Partner	Training Provided
New Horizons Computer Learning Center	IT Programs, CompTIA A+, Cisco Systems CCNA, Microsoft Office User Specialist, Ethical Hacking, Six Sigma
Career Academy	Certified Nursing Assistant
Lab Four Professional Development Center	Business Operations Professional, Microsoft, CompTIA Security and Network
TCAT	Dental Assistant, Diesel Mechanic, CDL, Brick Masonry Certified Logistics Technician, Computer Graphics Design, Forklift, Pharmacy, Practical Nursing, etc.
Health Tech Institute of Memphis	Medical Assistant, Book Keeping, Health Information Management, Office Administration, Patient Care Technician, Computer Operations Training
Drive Train and Swift Driving Academy	CDL
Olympic Training Institute	Forklift Certification
Southwest Community College	Accounting, EMT, Dental Assistant, Medical Billing and Coding, Early Childhood Education, Substance Abuse Counseling, Event Management, Food Prep, Help Desk
Excel Center and Hopeworks	GED/HiSet

MAXIMUS has an established referral process with both the AJC and the approved training providers. We refer participants to the AJC to attend the Career Development Orientation and work collaboratively with both teams through enrollment and completion of training. We support State initiatives such as Drive to 55, Tennessee Promise, and Tennessee Reconnect, and the maintain close ties with Tennessee Colleges of Applied Technology (TCAT)

We are well versed in the growing body of evidence that points to the importance of improving skills and educational levels as a way to exit public assistance. Our approach focuses on helping clients gain access to training opportunities through the workforce and the educational systems. We have a dedicated Training Facilitator to focus on helping clients find training that is a good fit, coaching clients as they engage in training, following their progress to support completion, and facilitating a smooth entry into the workforce upon completion. Additionally, the Facilitator will develop new training opportunities to meet client needs, and assist with accessing funding for training through the WIOA system or student loans. They will assist clients who have completed training or a degree program to obtain all documentation, i.e., certificates, diplomas, to document success. The Facilitator will also work with the Career Coach and Business Development Specialists to help transition the client after training/education completion to full-time employment in their target occupational area.

To further promote vocational training, certification programs and apprenticeship, we will send email blasts to clients and post information regarding open houses at local colleges and TCATs. To help clients meet deadlines, we will create a list of all colleges and TCATs, and share it with staff to discuss with clients. It includes FAFSA deadlines, registration, and enrollment dates. We also publish and post a list of all colleges in each region, as well as the

application and registration due dates. In our offices, we put up a Wall of Success for clients to celebrate milestones and educational attainments.

C.9 Approach to Identifying High Demand Fields

To identify high demand fields, we use our knowledge of the area, our Business Development Specialists, and we conduct a thorough labor market analysis using data from the Bureau of Labor Statistics, Jobs4TN online, and other online resources, and various trade websites and publications. Labor Market Information (LMI) is a critical element of the data necessary for our Business Development Specialists to do their work. They use information gained from this research and daily monitoring of labor market trends to make certain we are developing relationships with employers that provide high demand occupations and have current or future openings. We use this research as a basis for gathering the more important information obtained through our relationships on the ground in the Greater Memphis area. Being engaged in the community, talking with employers, and participating in local events provides the detailed employment information that can make a difference for our clients.

Our Business Development Specialists actively engage with employers through cold calling, active membership in the local Chambers of Commerce, ongoing surveying of employer's needs, active monitoring of local area economic development, and our previously described close relationships with the AJCs. They also maintain a close watch on labor market trends. We have a structured internal process for sharing LMI with our project staff so they are knowledgeable about the current market conditions in the areas where they provide services.

Helping clients find and retain employment begins with the development of a network of quality employers to assist with work experience or community service programs, and offer job opportunities. MAXIMUS offers a variety of employer services as a means to develop job openings and increase client placements. We invite local employers from various industries to conduct seminars, job fairs, orientations, applicant interviews, and informational sessions about hiring needs, work environment, and industry trends. Such meetings provide us with first-hand information about current labor market conditions and employer needs and concerns, while giving employers and clients an opportunity to connect in a neutral, comfortable setting.

Developing employer relationships is an ongoing process. We offer several established strategies to continue to expand our network. By conducting marketing calls with employers, our Business Development Specialists have the opportunity to educate on the array of available services through the Families First program. We provide a marketing packet containing a menu of services and relevant information. We intend the menu to be comprehensive such that any employer can find a service that would add value to their business: Pre-screening of candidate pools, criminal background checks, fidelity bonding services, job fairs, job matching, tax credit services, and vocational assessments.

We provide a single point of contact for employer questions and concerns and a large pool of qualified candidates to interview. We match employer needs with client abilities and conduct on-site visits to confirm employer satisfaction. Our Business Development Specialists build trust and solid relationships with employers. We study market sectors and gain industry knowledge to find the right openings, offer quality employees, and promote cost savings through reduced recruiting costs and employee retention. This is a win-win-win strategy for MAXIMUS, the client and the employer. The client gets a job, the employer fills the vacancy, and MAXIMUS achieves its goals.

First Look Jobs through MAXAdvantage, our proprietary employer network, gives clients a first look at posted positions from employers before distribution of those positions to broader job boards like Indeed or Career Builder. The MAXAdvantage tool links hiring employers with our clients, and allows businesses to obtain tax credits by hiring our clients, and facilitates compliance with Equal Employment Opportunity (EEO), Affirmative Action, and other federal requirements. Our MAXAdvantage system gives us access to thousands of jobs offered by employers seeking and motivated to hire our clients, including relationships with dozens of employers in Tennessee, such as Best Buy, Randstad North America, and Burlington Coat Factory.

To assist clients obtain entry level jobs, we partner with background-friendly employers (employers who do not require a high school degree or GED) such as Waffle House; Connexion Point, which is a call center that takes calls

for Medicare; staffing agencies such as Kelly Services, Xpo Logistics, Adecco, People Ready, ProLogistix, Kpower, Global Logistics, Supreme Staffing; and home healthcare agencies such as My Faith Inc.

MPloy, our Job Search Management Portal powered by SnagPad, captures online job search activity by tracking the number and types of jobs searched for, jobs applied for, and skill-based activities completed. This tool aids in the job search process, introducing both a discipline to job search, and a distinct and encouraging roadmap to success. It helps define and illustrate the skills and knowledge lifelong learners need to succeed in work and life. It is also customized and available to our Families First clients as a mobile application, streamlining and enhancing their ability to connect to the job search process virtually. It also supports their ability to report on the time involved in job search and communicate with their Career Coaches.

C.10 Overcoming Barriers

To help clients overcome barriers, Career Coaches first engage in an intensive assessment process during intake to identify barriers. We use a Self-Sufficiency matrix that covers over 20 areas that address fundamental needs such as housing, food, transportation, and child care, as well as other core stability elements such as financial life skills, parenting skills, substance abuse, or mental health issues. Through this assessment, we find out where clients need support, and then we document referrals, services, and other strategies to address barriers in the IOP. Career Coaches then use our network of more than community partners to connect clients with supportive services to address their barriers and move them towards self-sufficiency. We partner with agencies like Universal Parenting Place, A Step Ahead Foundation, Shelby County Schools Office of Nutritional Assistance, Dress for Success, the Rise Foundation, HopeWorks, and Le Bonhuer that assist client in removing barriers.

On a regular basis, the Career Coach re-reviews the Self-Sufficiency Matrix to determine progress towards family stability. If needed, the Career Coach may conduct or refer out for other assessments to determine if there are underlying concerns that may be impacting success, such as domestic violence or mental health issues that did not emerge in the initial meetings. Informal assessment factors that encourage administering additional formal assessments include the following:

- Aberrant behavioral cues may indicate the presence of a condition or barrier not previously identified
- A pattern of nonparticipation without good cause is observed

In these situations, or when the client expresses a new family-related barrier, the Career Coach will work closely with the Family Resource Specialist to evaluate and update the IOP and provide the necessary referrals and coordination to help resolve these outstanding issues. Examples may include providing information on additional or specialized child care resources, health-related referrals, assistance gathering documentation necessary to apply for special programs, or assistance finding counseling or domestic violence services.

In coordination with the State's Two-Generation focus, MAXIMUS has implemented several family-focused initiatives in our operations. We co-host health, career, and education fairs at the county DHS offices. MAXIMUS also hosts Early Head Start/Head Start Open Enrollment event and Parent 2 Parent meetings with the Le Bonheur Early Success Coalition.

Another important partnership that helps to remove barriers and deliver Two Generation services to our customers is with Agape Child and Family Services (Agape). This faith-based organization offers social services to families in need, and is a Two Generation provider for the State. Through our partnership with Agape, we conduct outreach and events that increase social capital to the communities that Agape serves in the Memphis area. Our staff will serve as TANF subject matter experts for Agape.

Our Career Coaches help clients better understand how they fit into the working world and assists them in solving work-related problems. The Career Coaches determines whether the client and client's children are experiencing difficulty in adjusting to the client's dual role as employee and parent, and discuss potential financial management problems and health insurance issues.

We work with community-based service providers and the Tennessee Criminal Courts to assist clients in getting their records expunged, thus making them eligible for a wider range of job openings. We also educate employers about

fidelity bonding as an option for hiring clients who cannot expunge their records. A fidelity bond is a business insurance policy that protects an employer from loss of money or property due to employee dishonesty. The Tennessee Department of Labor and Workforce Development certify applicants for the Federal Bonding Program.

Transportation and Supportive Services

We know from our experience operating current projects in Tennessee that even though bus systems are efficient, in many cases, bus routes do not reach all clients, employers, and child care facilities in an effective, timely manner. To supplement bus passes, we use gas cards and gas reimbursements, and area transportation providers. As a supportive services, we also offer limited vehicle repairs and pay for vehicle-related expenses such as license and registration, county wheel taxes, emission testing fees, and the costs of renewing or obtaining a Tennessee driver's license.

We include all available transportation and supportive services resources, including logistical, financial, and informational assistance, in the client's IOP and resource packet. Whenever we provide specific financial assistance, we document this in the State's ACCENT system in most cases immediately, but always within five business days. We have established policies and criteria for client access supportive services, bus tickets and passes, gas cards/reloadable VISA cards, and van/taxi services. The need for and provision of this funding is directly related to participation in program activities. At the time of the request for assistance, we inform clients of the documentation they must provide for us to process their request. Before allocating funds, the Career Coach reviews the IOP to determine need, type, and amount of assistance necessary to comply with work activity requirements. Factors influencing the type and amount of assistance offered include assigned participation activities, days, times, and places of required program activities, and current and past attendance at program activities.

MAXIMUS transportation services plan includes a number of key strategies:

- Post bus routes and transportation information in reception rooms and give copies to Career Coaches to hand out to clients
- Review and plan the bus route with the client using the online service offered by the bus system
- Make a full-scale effort to carefully assess the best transportation options for each client, including using funds set aside for transportation services, special programs for down payment assistance, and payments for transportation-related supportive services, such as driver's license and bonding fees, vehicle repairs, vehicle tax and licensing, and insurance
- Enlist faith-based and community-based organizations, whenever possible, to assist in providing transportation services for clients
- Discuss transportation concerns and brainstorm solutions as part of our community outreach efforts
- Include transportation planning at all stages of case management—during assessment, IOP development, ongoing contacts, plan modification, and as part of the extended employment services after job placement
- Emphasize the need to meet transportation concerns in initial and ongoing staff training

Assistance continues as long as the client is fully participating in program activities. If a client with a record of non-participation indicates an interest in reengaging in program activities, we authorize assistance on a daily basis. Upon employment, we continue to provide assistance until clients receive their first paycheck. If a client needs continued support to maintain employment, the Career Coach or the Family Resource Specialist may authorize assistance for a longer period on a case-by-case basis. If the client is unable to fully participate in activities due to an officially excused absence, such as a family emergency, we will continue to provide assistance. Unexcused absences or failure to provide required documentation within two weeks of the request may result in suspension of assistance in the absence of approved extenuating circumstances.

The client meets with the Career Coach weekly to determine compliance and we track the types and amounts of support provided to each client each week based on the data the Career Coach enters into the system. This data includes the client's name, type of service, reimbursement amount, card number (if applicable), and date support

provided. We use this data to generate monthly reports related to services, which we provide to DHS monthly. If one of our clients is not receiving necessary transportation or other assistance and the State Client Representative refers the individual for transportation or other support services, we will provide these services immediately without regard to the 30-day participation requirement. We also provide support services upon request from the State for individuals who are not current Families First clients, such as refugees or minor parents in high school. For these unique cases, we do not monitor participation hours but instead, work under the guidance of the DHS Client Representative.

Our Supervisors and Quality Assurance (QA) staff audit the disbursement of transportation and supportive services reimbursements monthly and quarterly with assistance from the finance staff. Gas cards and bus passes are stored in secure areas in each office and access is limited to management staff.

C.11 Quality Assurance

Quality service delivery is at the heart of every MAXIMUS project around the world. Each project, including our Tennessee Families First Program, implements a Quality Assurance (QA) Plan that provides the framework necessary to ensure delivered products satisfy contractual agreements, meet or exceed quality standards, and enable a system of continual improvement. Although the responsibility for the implementation and evaluation of the Quality Plan rests with our project leadership, all project staff play a critical role in the success of quality-related processes and outcomes.

C.11.1 Quality Assurance Processes and Related Infrastructure

The QA Plan describes how and when functions are audited, identifies the parties who are responsible for conducting audits, and addresses how nonconforming products and services are managed and reported using our web-based Quality Control Audit Tool (QCAT) to support our QA processes. Both Quality Control (QC) and QA activities are described in the QA Plan, along with the actions we intend to take to monitor performance and promote continuous improvement. Our QA Plan applies to all functions directly performed by our staff.

C.11.2 Internal Monitoring Process for Financials, Including Case Documentation

Essential to any project's success is having a well-defined billing and data integrity process to promote accuracy, reliability, and trustworthiness, and our Tennessee Families First Program is no exception. MAXIMUS uses six key elements on a consistent basis to maintain an effective billing and data integrity process: **Defined Compliance and Practice Standards** establishes standards guided by our contract requirements and best practices, including identification of gaps and risks. **Proper Billing and Data Culture** begins with the project leadership. We enforce this culture through staff awareness training as well as maintain quality records and documentation to support all billing and data activities. **Internal Monitoring** consists of QC reviews, which focus on the identification of errors and the prevention of fraud, and QA reviews, which focus on billing and data policy, processes, and procedures. **Documentation** involves maintaining proper collection, verification, and retention of records, i.e., invoices and supporting documentation. **Segregation of Duties** separates the billing preparation, review, and approval from the collection, verification, and retention of data. **Independent Oversight** is the assurance that the QA staff are working independently.

C.11.3 Frequency of Internal Monitoring Reviews

To drive positive performance outcomes, our Quality Plan includes reviews conducted on a daily, weekly, monthly, and quarterly basis.

Frequency of Monitoring Reviews

Type of Review	Daily	Weekly	Monthly	Quarterly	Annually	As Needed
Case Record	✓	✓	✓			
Management Record	✓		✓			
Quality Training			✓			✓

Type of Review	Daily	Weekly	Monthly	Quarterly	Annually	As Needed
Program and Policy Alert						✓
Direct Observation	✓					
Customer Satisfaction Survey			✓	✓		
Facility and Safety				✓	✓	
Office Audits				✓		
Security Compliance					✓	✓
Performance Measures		✓	✓			
Billing and Data Integrity		✓	✓			

C.11.4 Strategies for Improving Service Delivery and Utilization Control

We follow a continuous quality improvement process that enables us to fully monitor business processes and take timely corrective actions that result in high-quality outcomes. Our philosophy of continuous improvement empowers staff to achieve excellence. We hold each staff member accountable for the quality of his or her work. We build checks, balances, and performance measurements into our QA Plan to make certain there is compliance with contract requirements for performance standards. We follow the quality improvement cycle of “Plan, Do, Check, Act” to improve our processes and outcomes. This includes reviewing our QA Plan regularly to verify that it aligns with the needs of the clients and is responsive to changes in processes and policies.

C.12 Monitoring Participation

Career Coaches maintain primary responsibility for assigning participants to core and non-core activities, and for tracking attendance, participation in, and completion of assigned activities. Career Coaches begin the case management process by working with the participants to complete a career and barriers assessment, develop a personalized Individual Opportunity Plan (IOP), and assign core and non-core work activities that will put the participant on the path to self-sufficiency and full employment. During IOP development and the activity assignment process, the Career Coach reviews the planned hours and assigned activities to make sure they meet the State’s TANF Work Verification Plan requirements and that the participant is fully engaged in the required number of work hours to receive full benefits and avoid the conciliation or sanction process.

Once assignments are made, the Career Coach begins an intensive monitoring process that involves regular in-person meetings, text, e-mail, and phone contact, supported by collection of verification documents to substantiate attendance.

On a weekly basis, Career Coaches review the participant’s attendance in assigned activities, as well as any documentation submitted by the Client to verify participation in assigned work activity components. They check that the actual hours in work activities align with the scheduled activity hours and that they have been accurately recorded and in ACCENT, the System of Record. If a participant is not meeting requirements or has unexcused absences that are brought to the Career Coach’s attention by a worksite supervisor, the participant is required to call or come in and meet with the Career Coach immediately to discuss the barriers to engagement that may be occurring. MAXIMUS Career Coaches understand that consistent monitoring of participation in planned activities that move the participant forward toward their career goal is crucial to a participant’s subsequent success, and they use a combination of frequent messaging and reminders through light touches, like text messages, coupled with in-person meetings and phone calls to address roadblocks and other emergencies that prevent compliance.

Career Coaches efforts are supplemented by our management and QA Specialist’s regular and ad hoc review of case files to help ensure accurate documentation and compliance with State policy and procedures for monitoring participation and attendance in activities. Supervisors monitor the work of new Career Coaches every day until they are confident that the Career Coach fully understands the requirements for assigning work hours, and monitoring and documenting participation. Our QA Specialist also provides another layer of review, reviewing a statistically relevant sample of all cases to make sure that client’s work participation hours and the supporting documentation meet our standards for accountability and program integrity.

GFA Appendices

STATEMENT OF CERTIFICATIONS AND ASSURANCES

The proposer must sign and complete the Statement of Certifications and Assurances below as required, and it must be included in the proposer's proposal.

The proposer does, hereby, expressly affirm, declare, confirm, certify, and assure ALL of the following:

1. The proposer will comply with all of the provisions and requirements of the Grant Funding Announcement.
2. If selected, the proposer will provide all services as defined in the Scope of the Grant Funding Announcement Attachment A, *Pro Forma* Grant Contract for the total Grant Contract Term.
3. The proposer accepts and agrees to all terms and conditions set out in the Grant Funding Announcement Attachment A., *Pro Forma* Grant Contract.
4. The proposer acknowledges and agrees that a grant contract resulting from the Grant Funding Announcement shall incorporate, by reference, all proposal responses as a part of the Contract.
5. The proposer will comply with:
   (a) the laws of the State of Tennessee;
   (b) Title VI of the federal Civil Rights Act of 1964;
   (c) Title IX of the federal Education Amendments Act of 1972;
   (d) the Equal Employment Opportunity Act and the regulations issued there under by the federal government; and,
   (e) the Americans with Disabilities Act of 1990 and the regulations issued there under by the federal government.
6. To the knowledge of the undersigned, the information detailed within the proposal submitted to this Grant Funding Announcement is accurate.
7. The proposal submitted in response to this Grant Funding Announcement was independently prepared, without collusion, under penalty of perjury.
8. No amount shall be paid directly or indirectly to an employee or official of the State of Tennessee as wages, compensation, or gifts in exchange for acting as an officer, agent, employee, subcontractor, or consultant to the proposer in connection with this Grant Funding Announcement or any resulting grant contract.
9. The proposal submitted in response to this Grant Funding Announcement shall remain valid for at least 120 days subsequent to the Response Deadline established in Section 5 of the Grant Funding Announcement and thereafter in accordance with any grant contract pursuant to the Grant Funding Announcement.
10. The proposer affirms the following statement, as required by the Iran Divestment Act Tenn. Code Ann. § 12-12-111: "By submission of this bid, each bidder and each person signing on behalf of any bidder certifies, and in the case of a joint bid each party thereto certifies as to its own organization, under penalty of perjury, that to the best of its knowledge and belief that each bidder is not on the list created pursuant to §12-12-106." For reference purposes, the list is currently available online at: https://www.tn.gov/generalservices/procurement/central-procurement-office--cpo-/library-/public-information-library.html.

By signing this Statement of Certifications and Assurances, below, the signatory also certifies legal authority to bind the proposing entity to the provisions of this Grant Funding Announcement and any grant contract awarded pursuant to it. If the signatory is not the proposer (if an individual) or the proposer's corporate *President* or *Chief Executive Officer*, this document <u>must</u> attach evidence showing the individual's authority to bind the proposer.

<u>DO NOT SIGN THIS DOCUMENT IF YOU ARE NOT LEGALLY AUTHORIZED TO BIND THE PROPOSER</u>

SIGNATURE: LFujioka

PRINTED NAME & TITLE: Lauren K. Fujioka

Sr. Director - Contracts

DATE: May 1, 2019

PROPOSER LEGAL ENTITY NAME: MAXIMUS Human Services, Inc.

TECHNICAL RESPONSE & EVALUATION GUIDE

SECTION A: PASS/FAIL ITEMS. The Respondent must address all items detailed below and provide, in sequence, the information and documentation as required (referenced with the associated item references). The Respondent must also detail the response page number for each item in the appropriate space below.

The Solicitation Coordinator will review the response to determine if the Mandatory Requirement Items are addressed as required and mark each with pass or fail. For each item that is not addressed as required, the Proposal Evaluation Team must review the response and attach a written determination. In addition to the Mandatory Requirement Items, the Solicitation Coordinator will review each response for compliance with all RFP requirements.

PROPOSER LEGAL ENTITY NAME:	MAXIMUS Human Services, Inc.

Response Page # (Proposer completes)	**Item Ref.**	**Section A— Mandatory Requirement Items**	**Pass/Fail**
		The proposal must be delivered to the State no later than the Response Deadline specified in Grant Funding Announcement Section 5, Schedule of Events.	
		The proposal must NOT contain any restrictions of the rights of the State or other qualification of the response.	
		A proposal must NOT submit alternate responses.	
1	**A.1.**	Provide the Statement of Certifications and Assurances (Grant Funding Announcement Attachment C) completed and signed by an individual empowered to bind the proposer to the provisions of this Grant Funding Announcement and any resulting grant contract. The Statement of Certifications and Assurances must be signed without exception or qualification.	
1	**A.2.**	Provide a statement, based upon reasonable inquiry, of whether the proposer or any individual who shall cause to deliver goods or perform services under the grant contract has a possible conflict of interest (*e.g.*, employment by the State of Tennessee) and, if so, describe the nature of that conflict. NOTE: Any questions of conflict of interest shall be solely within the discretion of the State, and the State reserves the right to cancel any award.	

State Use – Grant Coordinator Signature, Printed Name & Date:

TECHNICAL RESPONSE & EVALUATION GUIDE

SECGENERAL QUALIFICATIONS & EXPERIENCE. The Respondent must address all items detailed below and provide, in sequence, the information and documentation as required (referenced with the associated item references). The Respondent must also detail the response page number for each item in the appropriate space below. Proposal Evaluation Team members will independently evaluate and assign one score for all responses to Section B— General Qualifications & Experience Items found below.

RESPONDENT LEGAL ENTITY NAME:		MAXIMUS Human Services, Inc.
Response Page # (Respondent completes)	**Item Ref.**	**Section B— General Qualifications & Experience Items**
1	**B.1.**	Detail the name, e-mail address, mailing address, telephone number, and facsimile number of the person the State should contact regarding the proposal.
1	**B.2.**	Describe the proposer's form of business (*i.e*., individual, sole proprietor, corporation, non-profit corporation, partnership, limited liability company) and business location (physical location or domicile).
1	**B.3.**	Detail the number of years the proposer has been in business.
1	**B.4.**	Briefly describe how long the proposer has been providing the goods or services required by this Grant Funding Announcement.
2	**B.5.**	Describe the proposer's number of employees, client base, and location of offices.
2	**B.6.**	Provide a statement of whether there have been any mergers, acquisitions, or change of control of the proposer within the last ten (10) years. If so, include an explanation providing relevant details.
2	**B.7.**	Provide a statement of whether the proposer or, to the proposer's knowledge, any of the proposer's employees, agents, independent contractors, or subcontractors, involved in the delivery of goods or performance of services on a contract pursuant to this Grant Funding Announcement, have been convicted of, pled guilty to, or pled *nolo contendere* to any felony. If so, include an explanation providing relevant details.
2	**B.8.**	Provide a statement of whether, in the last ten (10) years, the proposer has filed (or had filed against it) any bankruptcy or insolvency proceeding, whether voluntary or involuntary, or undergone the appointment of a receiver, trustee, or assignee for the benefit of creditors. If so, include an explanation providing relevant details.
2	**B.9.**	Provide a statement of whether there is any material litigation pending against the proposer that the proposer should reasonably believe could adversely affect its ability to meet grant contract requirements pursuant to this Grant Funding Announcement or is likely to have a material adverse effect on the proposer's financial condition. If such exists, list each separately, explain the relevant details, and attach the opinion of counsel addressing whether and to what extent it would impair the proposer's performance in a grant contract pursuant to this Grant Funding Announcement. NOTE: All persons, agencies, firms, or other entities that provide legal opinions regarding the proposer must be properly licensed to render such opinions. The State may require the proposer to submit proof of license for each person or entity that renders such opinions.

RESPONDENT LEGAL ENTITY NAME:		MAXIMUS Human Services, Inc.
Response Page # (Respondent completes)	**Item Ref.**	**Section B— General Qualifications & Experience Items**
2	**B.10.**	Provide a statement of whether there are any pending or in progress Securities Exchange Commission investigations involving the proposer. If such exists, list each separately, explain the relevant details, and attach the opinion of counsel addressing whether and to what extent it will impair the proposer's performance in a grant contract pursuant to this Grant Funding Announcement. NOTE: All persons, agencies, firms, or other entities that provide legal opinions regarding the proposer must be properly licensed to render such opinions. The State may require the proposer to submit proof of license for each person or entity that renders such opinions.

TECHNICAL RESPONSE & EVALUATION GUIDE

TECHNICAL QUALIFICATIONS, EXPERIENCE & APPROACH. The proposer must address all items (below) and provide, in sequence, the information and documentation as required (referenced with the associated item references). The proposer must also detail the response page number for each item in the appropriate space below.

A Proposal Evaluation Team, made up of three or more State employees, will independently evaluate and score the response to each item found below. Each evaluator will use the following whole number, raw point scale for scoring each item:

0 = little value ***1 = poor*** ***2 = fair*** ***3 = satisfactory*** ***4 = good*** ***5 = excellent***

The Grant Coordinator will multiply the Item Score by the associated Evaluation Factor (indicating the relative emphasis of the item in the overall evaluation). The resulting product will be the item's Raw Weighted Score for purposes of calculating the section score as indicated.

RESPONDENT LEGAL ENTITY NAME:	MAXIMUS Human Services, Inc.				
Response Page # (Respondent completes)	**Item Ref.**	**Section C— Technical Qualifications, Experience & Approach Items**	**Item Score**	**Evaluation Factor**	**Raw Weighted Score**
1	**C.1.**	Provide a narrative that illustrates the proposer's understanding of the State's requirements and project schedule.		**1**	
1	**C.2.**	Provide a narrative that illustrates how the proposer will complete the scope of services, accomplish required objectives, and meet the State's project schedule.		**2**	
1	**C.3.**	Provide a narrative that illustrates how the proposer will manage the project, ensure completion of the scope of services, and accomplish required objectives.		**2**	
1	**C.4.**	Provide a description of the proposer's experience at each of the following: 1. Assessing an individual's job compatibility and connecting individuals on career paths that lead to sustainable income based on the labor market needs; 2. Facilitating job search efforts for individuals that lead to employment; and 3. Preparing individuals for entry and/or re-entry into the work place.		**3**	
2	**C.5.**	Provide a description of the proposer's experience in assessing and providing job services to individuals that have limited or no proficiency in English.		**2**	
2	**C.6.**	Describe the proposer's approach to career coaching, detailing the types of job retention services the proposer will offer to populations that traditionally have had difficulty sustaining employment.		**3**	
2	**C.7.**	Describe the proposer's existing relationships with local American Job Centers, WoRC Readiness Component (WoRC) Operators, and other appropriate community partners that can connect individuals with employment		**2**	

RESPONDENT LEGAL ENTITY NAME:	MAXIMUS Human Services, Inc.				
Response Page # (Respondent completes)	**Item Ref.**	**Section C— Technical Qualifications, Experience & Approach Items**	**Item Score**	**Evaluation Factor**	**Raw Weighted Score**
		opportunities.			
10	**C.8.**	Describe the proposer's existing relationships with vocational training programs, certificate programs, apprenticeship programs, or the like.		**2**	
10	**C.9.**	Describe the proposer's approach to identifying high demand fields offering increased wage opportunities and assisting individuals in aligning their skills and training with these fields to take maximum advantage of employment opportunities.		**3**	
12	**C.10.**	Describe proactive measures the proposer intends to implement to assist individuals to overcome barriers to employment such as mental or physical health challenges, history of substance abuse, criminal history, transportation difficulties, lack of work experience, etc. Discuss 1) the process by which individuals will request supportive services from the proposer to address such barriers, and 2) the proposer's process for requiring and tracking receipts for such supportive services.		**3**	
13	**C.11.**	Describe the proposer's quality assurance processes and related infrastructure. Explain the proposer's internal monitoring processes for financials, including case documentation. Describe the frequency of internal monitoring reviews and what strategies the proposer will apply to improving service delivery and utilization control.		**2**	
15	**C.12.**	Describe the proposer's approach to monitoring individuals' participation in core and/or non-core work activities.		**2**	
The Solicitation Coordinator will use this sum and the formula below to calculate the section score. All calculations will use and result in numbers rounded to two (2) places to the right of the decimal point.			**Total Raw Weighted Score:** *(sum of Raw Weighted Scores above)*		
Total Raw Weighted Score / **Maximum Possible Raw Weighted Score** *(i.e., 5 x the sum of item weights above)*		**X 50** *(maximum possible score)*	**= SCORE:**		
State Use – Evaluator Identification:					
State Use – Grant Coordinator Signature, Printed Name & Date:					